

and armed in Teheran at the end of 1942. He soon realized that to be of any aid his powers had to be extended to include not only financial but over-all economic responsibilities. He was given the title of Administrator General of Finances, which meant that his work was of an executive and not merely of an advisory character. In fulfillment of his wish, the Majlis, by the so-called Law of 1322 (May 4, 1943), granted him the necessary powers. He was also permitted to engage sixty American economic experts. Because of technical difficulties this number was never employed at any one time, but as many as thirty-five experts were actually recruited.

Dr. Millspaugh could thus fill responsible positions in the Iranian government with Americans. Harold Gresham was appointed Director General of Customs, W. K. LeCount Treasurer General, Rex A. Pixley Director General of Internal Revenue, and William Brownrigg Director General of Personnel. These were the key financial appointments. In addition, several economic departments were entrusted to Americans—in particular, Public Domains (George T. Hudson), Industrial Supervision (Rex Vivian), Price Stabilization (Bernard I. Lamb), Supply and Supervision (Irving C. Hansen), Distribution (Esmonds. Ferguson), Road Transport (Floyd F. Shields), and Transport Priorities (Fred A. Schuckman).¹ Upon Dr. Millspaugh's arrival the Ministry of Food was abolished and its agencies were incorporated in the general economic administration. Even before his arrival this ministry had had an American adviser, J. P. Sheridan. In 1943 Mr. Sheridan left Iran, and later the reorganization of the

Cereals Administration was entrusted to Dr. Forrest Crawford.² The posts of Directors General in the provinces (*Ostans*) were also entrusted to Americans.

Dr. Millspaugh came inspired by an ardent desire to serve Iran honestly and impartially and to create order where chaos prevailed. Many of his efforts were crowned with success, but in some tasks he failed. Politically his relations with the Iranian government be-

¹ The author is indebted for these names to the article "American Advisers in Persia," by George V. Allen, in the *Department of State Bulletin*, July 23, 1944.

² The list of American experts underwent frequent changes. Toward the end of the mission **in** 1945 only a few members remained in their original positions,